

SYSTEMS APPRAISAL FEEDBACK REPORT

in response to the *Systems Portfolio* of

NEW MEXICO STATE UNIVERSITY - CARLSBAD

February 20, 2009



**Academic
Quality Improvement
Program**

The Higher Learning Commission **NCA**

**30 North LaSalle Street, Suite 2400
Chicago, Illinois 60602-2504
www.AQIP.org
AQIP@hlcommission.org
800-621-7440**

SYSTEMS APPRAISAL FEEDBACK REPORT
In response to the *Systems Portfolio* of
NEW MEXICO STATE UNIVERSITY - CARLSBAD



**Academic
Quality Improvement
Program**
The Higher Learning Commission **NCA**

February 20, 2009

Table of Contents

Executive Summary	1
Elements of the Feedback Report	3
Strategic and Accreditation Issues	4
Using the Feedback Report	7
Critical Characteristics Analysis	8
Category Feedback	12
<i>Helping Students Learn</i>	12
<i>Accomplishing Other Distinctive Objectives</i>	20
<i>Understanding Students' and Other Stakeholders' Needs</i>	22
<i>Valuing People</i>	26
<i>Leading and Communicating</i>	33
<i>Supporting Institutional Operations</i>	37
<i>Measuring Effectiveness</i>	40
<i>Planning Continuous Improvement</i>	44
<i>Building Collaborative Relationships</i>	49

EXECUTIVE SUMMARY FOR NEW MEXICO STATE UNIVERSITY - CARLSBAD

The following are summary comments on each of the AQIP Categories crafted by the Appraisal Team to highlight **New Mexico State University - Carlsbad's** achievements and to identify challenges yet to be met.

NMSU Carlsbad is committed to helping its students learn and has taken various steps to improve the educational experience, as evidenced by generally high levels of student satisfaction with campus support services. NMSU Carlsbad has a mechanism in place for the measurement of institutional outcomes but needs to develop a mechanism for direct measurement of student learning. The institution should focus its attention on strategies for improving student performance and completion of developmental courses, as well as overall student persistence. In particular, given the low pass rates and retention rate in the developmental courses, NMSU Carlsbad needs to consider instituting a requirement that all entering learners take all three placement tests. NMSU Carlsbad should be commended for demonstrating a willingness to use data to take a hard and potentially unpleasant look at the effectiveness of the developmental programming.

NMSU Carlsbad provides a mechanism for non-instructional objectives to take place in meeting community needs. The institution provides institutional support for agencies that, in turn, meet objectives of community service and economic development.

NMSU Carlsbad has mechanisms in place to identify student needs and satisfaction. The institution has an opportunity, however, to focus on implementing a more formal and proactive process for collecting, analyzing and responding to their feedback and concerns as well as to those of other stakeholders.

NMSU Carlsbad demonstrates a clear commitment to valuing its employees through a variety of formal and informal policies, processes, and practices. The institution itself identifies that overall satisfaction of employees needs to be increased.

NMSU Carlsbad has various processes and practices in place to foster leadership decision making and communication to the campus community. The institution has taken a positive step forward in ensuring data-based decision making by its recent hiring of a full-time institutional researcher, and it is a priority to examine the institution's

current management information reporting structure for possible gaps and other opportunities to enhance the use of information in decision making processes. The institution would benefit in creating an established process for reviewing and refining the institution's mission and values.

NMSU Carlsbad has a comprehensive set of operational processes for identifying and meeting support service needs for students, faculty, staff, and administrators. The institution has the opportunity to enhance the use of data and information to improve these operational processes going forward.

NMSU Carlsbad has well defined processes for utilizing data to support programs and services as well as planning and improvement activities. Process evaluation, however, focuses almost entirely on customer satisfaction.

NMSU Carlsbad has a well defined planning process that appears to be effectively aligned with the campus governance structure to foster continuous improvement activities and encourages input from internal and external stakeholders. The institution needs to consider a wide range of opportunities to enable strategy execution given finite resources.

NMSU Carlsbad has implemented a number of partnerships that touch all aspects of the institution's mission, but has the opportunity to improve and increase the number of collaborative relationships resulting in increased enrollment and improved services to students. The institution has implemented a number of recent improvements to enhance campus relationships with external stakeholder groups, but there is an opportunity to enhance strategies for evaluating stakeholder satisfaction and the efficacy of these partnerships.

Accreditation issues and Strategic challenges for **New Mexico State University - Carlsbad** are listed in detail within the Strategic and Accreditation Issues Analysis section of the Appraisal Feedback Report.

ELEMENTS OF New Mexico State University - Carlsbad's FEEDBACK REPORT

The *Systems Appraisal Feedback Report* provides AQIP's official response to your *Systems Portfolio* by a team of readers trained in evaluation. After appraisers independently reviewed your document, the team reached consensus on essential elements of your institutional profile, strengths and opportunities for improvement by Category, and significant issues for your institution. These are presented in three sections of the Feedback Report: Accreditation Issues Analysis, Critical Characteristics Analysis, and Category Feedback. These components are interrelated in defining context, evaluating performance, surfacing critical issues, and assessing institutional performance.

It is important to remember that the Systems Appraisal Team had only your *Systems Portfolio* to guide their analysis of your institution's strengths and opportunities for improvement. Consequently, their report may omit important strengths — if you were too modest to stress them in your *Systems Portfolio*, or if your discussion and documentation of them was unconvincing. Similarly, the team may have pointed out areas of potential improvement that are already receiving the institution's attention. Again, the team used its best judgment in identifying improvement opportunities. If some of these areas of potential improvement are now strengths rather than opportunities because of your own focused efforts, that is all to your credit. If the team was unsure about an area, we urged it to err on the side of giving your institution the best possible advice about where investing your efforts might pay off. If some of their advice comes after the fact, after you've already tackled an area, no harm is done.

Executive Summary. Summative statements agreed upon by the Systems Appraisal Team reflecting the reviewers' assessment of the institution's current status in relation to critical quality characteristics: robustness of process design; utilization or deployment of processes; the existence of results, trends, and comparative data; the use of results data as feedback, and systematic processes for improvement of the activities that the Category covers. Since institutions are complex, maturity levels may vary from one Category to another.

Strategic challenges for the institution are listed in detail within the Strategic and Accreditation Issues Analysis section of the Appraisal Feedback Report.

Strategic and Accreditation Issues Analysis: Strategic issues are those most closely related to your institution's ability to succeed in reaching its mission, planning, and quality improvement

goals. Accreditation issues are areas where you have not yet provided evidence that you meet the Commission's *Criteria for Accreditation*, or where the evidence you have presented suggests you may have difficulties, now or in the future, in meeting these expectations. If accreditation is essential for your institution then any accreditation issues identified are, by definition, also strategic. The Systems Appraisal Team identified both of these kinds of issues through analysis of your Organizational Overview and the feedback it provided for each Category, as well as by reviewing the Index to the *Criteria for Accreditation* that you provided along with your *Systems Portfolio*. This list of strategic issues offers a framework for addressing ongoing improvement of processes and systems, serving as an executive summary of the Report's key findings and recommendations.

Critical Characteristics: Your Systems Portfolio's Organizational Overview provides context for the team's knowledge of your institution's identity, mission objectives, strategic goals, and key factors related to improvement. Critical Characteristics are those features most important for understanding the institution's mission, environment, stakeholders, competitive position, goals, and processes. Characteristics having the greatest relevance to each Category are identified in the Report.

Category Feedback: The Report's feedback on each of AQIP's nine Categories specifically identifies strengths and opportunities for improvement. An **S** or **SS** identifies strengths, with the double letter signifying important achievements or capabilities upon which to build. Opportunities are designated by **O**, with **OO** indicating areas where attention may result in more significant improvement. Comments, which are keyed to your *Systems Portfolio*, offer brief analysis of each strength and opportunity. Organized by Category, and presenting the team's findings in detail, this section is the heart of the Report.

STRATEGIC AND ACCREDITATION ISSUES

In conducting the Systems Appraisal, the team attempted to identify the broader issues that present the greatest challenges and opportunities for your institution in the coming years. These are all strategic issues, ones you need to grapple with as you identify your institution's strategies for confronting the future and becoming the institution you want to be. The team also examined

whether any of these strategic issues put your institution into jeopardy of not meeting the Higher Learning Commission's accreditation expectations.

Issues Affecting Compliance with the *Criteria for Accreditation*. An important goal for the Systems Appraisal was to review your institution's compliance with the Higher Learning Commission's *Criteria for Accreditation*. The peer quality experts who served on the team were all trained in evaluating colleges and universities using the Commission's *Criteria*, and the Systems Appraisal process they followed included careful steps to ensure the team used the *Criteria* as a major factor in their review. As the team reviewed your presentation of your institutions under each AQIP Category, it searched for accreditation-related issues and concerns. In addition, the team used the *Index to the Criteria for Accreditation* that you provided with your Portfolio to perform a comprehensive review of the *Criteria* and each Core Component to ascertain whether you presented compelling evidence that your institution complies with each of these Commission expectations.

The Systems Appraisal team concluded that New Mexico State University - Carlsbad has presented evidence that it complies with each of the Five *Criteria for Accreditation* and each of their Core Components. Although the Systems Appraisal does not in itself constitute a review for continued accreditation, the team's conclusion upon reviewing your Portfolio against the *Criteria* will serve as a telling piece of evidence during the Commission's next scheduled AQIP review of your institution for Reaffirmation of Accreditation.

Issues Affecting Future Institutional Strategies. The Systems Appraisal Team identified the following strategic issues to assist New Mexico State University - Carlsbad in prioritizing and taking action on the important broad challenges and opportunities it faces. From these you may discover your vital immediate priorities, shaping strategies that can lead to a quantum leap in the performance of your institution. Implementing these strategies may call for specific actions, so AQIP's expectation that your institution be engaged in three or four vital Action Projects at all times will help encourage your administrators, faculty, and staff to turn these strategic goals into real accomplishments. Knowing that New Mexico State University - Carlsbad will discuss these strategic issues, give priority to those it concludes are most critical, and take action promptly, the Systems Appraisal Team identified:

New Mexico State University – Carlsbad’s strong focus on helping students learn is apparent in the establishment of common learning objectives that are incorporated at all levels of the curriculum and linked to the institution’s mission and institutional objectives. Although some assessment processes are in place, it appears that the assessment process is still evolving. The portfolio does not document the results of a program review process which forms the basis for evaluation of student learning as well as any improvement planning. This is a serious strategic issue that in the future may become an accreditation issue. Only through the analysis of classroom, course, program, and/or college assessment results benchmarked against institutions of similar size, scope and mission can the college assure the quality of student learning.

New Mexico State University – Carlsbad has other distinctive objectives. The majorities of which are grant funded and respond to external agencies. The institution has assigned those to committees within the governance structure. It is vital for the institution to demonstrate an intentional and purposeful strategic selection process in order to best align selected objectives with institutional resources and the accomplishment of institutional mission. In these days of limited resources, the need to attain the university mission, strategic, intentional selection of institutional objectives is necessary to efficiently and effectively focus the institution.

New Mexico State University – Carlsbad has assigned the responsibility for institutional processes to committees within the governance structure. Although committee responsibility was assigned, the process to be executed by the committee to achieve the outcome was not described. It is important that well defined processes exist to direct the actions of committees to the attainment of the institutions objectives and the overall mission of the institution.

New Mexico State University – Carlsbad demonstrates through the portfolio a commitment to the Plan, Do, Check, Act cycle of process improvement. Category descriptions demonstrate execution of the “plan” and “do” areas of the improvement cycle but a lack of coordination between the “check” and “act” areas. The institution will strengthen its quality process by closing the loop and using the conclusion drawn from the results to identify targets for improvement.

To focus the institution's efforts on continuous quality improvement, intentional data collection, dissemination and analysis; action driven progress; and documentation of improvements are essential. Further, systematic data collection must include identifying trends and comparable benchmarks with other institutions of similar size, scope and mission (not just within the New Mexico system). Through a systematic examination of comparative data, NMSU – Carlsbad will be able to make significant progress to improve its processes.

Although it is understood that these are challenging economic times, New Mexico State University – Carlsbad needs to effectively manage its resources and possibly look for alternative sources of revenue. A significant decline in monetary assets was noted through information provided in the portfolio. Concern is that a continued decline in monetary resources may hamper the ability of NMSU – Carlsbad to achieve its mission and distinctive objectives regarding student learning.

USING THE FEEDBACK REPORT

The AQIP *Systems Appraisal Feedback Report* is intended to initiate action for improvement. It is therefore important that the Report produced by the Systems Appraisal Team stimulate review of organizational processes and systems. Though decisions about specific actions are each institution's, AQIP expects every institution to use its feedback to stimulate cycles of continual improvement. At the next Strategy Forum an AQIP institution attends, its peers will examine in detail how it is using the feedback from its Systems Appraisal.

An organization needs to examine its Report strategically to identify those areas that will yield greatest benefit if addressed. Some key questions that may arise in careful examination of the Report may be: How do the team's findings challenge our assumptions about ourselves? Given our mission and goals, which issues should we focus on? How will we employ results to innovate, grow, and encourage a positive culture of improvement? How will we incorporate lessons learned from this review in our planning and operational processes? How will we revise the *Systems Portfolio* to reflect what we have learned?

How an organization interprets, communicates, and uses its feedback for improvement ought to support AQIP's core values, encouraging involvement, learning, collaboration and integrity.

Based solely upon an organization's *Systems Portfolio*, the Report reflects a disciplined, external review of what an organization says about itself. The report should help an organization identify ways to improve its *Systems Portfolio* so it functions better to communicate accurately to internal and external audiences. But the Report's chief purpose is to help you to identify areas for improvement, and to act so that these areas actually improve. These improvements can then be incorporated into an updated *Systems Portfolio*, guaranteeing that future Systems Appraisals will reflect the progress an institution has made.

Within a year following the Systems Appraisal, an institution participates in another AQIP Strategy Forum, where the focus will be on what the institution has learned from its Appraisal (and from its other methods of identifying and prioritizing improvement opportunities, and what it has concluded are its major strategic priorities for the next few years. AQIP's goal is to help an institution to clarify the strategic issues most vital to its success, and then to support the institution as it addresses these priorities through Action Projects that will make a difference in institutional performance.

CRITICAL CHARACTERISTICS ANALYSIS

The purpose of this section is to identify what team members understood to be the critical and distinguishing characteristics of your institution. They are the shared understanding of the most important aspects of New Mexico State University - Carlsbad, its current dynamics and the forces surrounding it, and its internal momentum and aspirations, at least as team members understood them. This section also demonstrates that the Systems Appraisal Team recognized and knew what makes New Mexico State University - Carlsbad distinctive. Should you find some characteristics that you think are critical and missing from this list, you may want to clarify and highlight these items when you revise your *Systems Portfolio* and other literature explaining your institution to the public.

Item Critical Characteristic

The mission of NMSU Carlsbad is to provide access to quality education and to support the economic and cultural life of the community.

- O1a NMSU Carlsbad is New Mexico's first community college (founded in 1950) serving Eddy County and is part of the NMSU system, which has a total of five campuses.
- O1b NMSU Carlsbad is a full service community college and accepts all students regardless of level of academic preparedness.
- O1c NMSU Carlsbad's vision is to be the foremost institution of higher education in southeastern New Mexico.
- O1d NMSU Carlsbad works to ensure that the cultural and economic diversity of the region is reflected in the student body. The percentage of Hispanic students has risen steadily since 2000-2001 as have the number of young male students.
- O1e A state mandate that all high school students be enrolled in college classes has caused an increase in enrollment. In the fall of 2008, 22.3% of students were under age 18.
- O1f In Fall 2007, 9% of total student credit hours were generated through online courses. This reflects an increase in the online enrollment.
- O1g NMSU Carlsbad offer one year certificate and two year Associate degree programs respectively. Their one year certificates are awarded in 24 discipline areas and their Associate degrees are awarded in 17 discipline areas. The institution also offers transfer program opportunities for 19 disciplines including a Master in Business Administration.
- O1h NMSU Carlsbad hosts the regional Small Business Development Center, Manufacturing Sector Development Program, Adult Basic Education, and continuing education programs for local public school teachers.
- O1i Specialized accreditation of certificate programs is ongoing from the National League of Nursing, the New Mexico Board of Nursing and the New Mexico State Department of Education.
- O1j NMSU Carlsbad's technology infrastructure has been strengthened significantly, in part through Title V funding.
- O1k NMSU Carlsbad has common student learning objectives: critical thinking and basic literacy; competencies in five instructional areas; and active participation in and

contribution to social and cultural life of the area. Every course teaches or reinforces at least two of these outcomes and the institution's assessment plan measures these.

- O1I NMSU Carlsbad has an action project focused on a student orientation program.
- O2a NMSU Carlsbad offers several student support services on campus as well as a wide array of administrative services, some of which are partially or wholly outsourced to the NMSU Las Cruces campus.
- O2b NMSU Carlsbad houses Eddy County's Adult Basic Education program, offering English, reading and math for students preparing for the GED.
- O3a In 2008, the student population on the NMSU Carlsbad campus totals 1652 of which 44.20% are full time and 55.80% are part time. In 2007, the FTE was 768 students. The 2008 population consists of 37.81% males and 62.19% females. Eddy county enrollment overall decreased 6.4%. Three hundred thirty one of these students are online enrollments.
- O3b NMSU Carlsbad's competition includes Eastern New Mexico University – Roswell, New Mexico Junior College – Hobbs, and Northwood University. NMSU Carlsbad is the only regionally accredited comprehensive community college in Eddy County, a county with stable population.
- O4a NMSU Carlsbad employs 33 full time faculty, 54 part time faculty, 30 exempt staff and 36 non exempt staff.
- O4b NMSU Carlsbad campus has rearranged student services offices in one workspace in order to provide "one stop" service to students.
- O5a NMSU Carlsbad has aligned their governance structure with the AQIP categories. Every employee group is represented on all committees.
- O5b NMSU Carlsbad has an action project to improve communication internally and externally.
- O5c NMSU Carlsbad ascribes to the statewide goals for higher education and works with priorities and appropriations set by NMACC. A master plan for New Mexico is part of the "One University" concept followed by the state.

- O6a NMSU Carlsbad is comprised of a 142,000 square foot facility estimated at \$16.4 million.
- O6b NMSU Carlsbad's key administrative support services include business and financial accounting office, custodial services, campus security, grants and research, governance committees, informational technology, and institutional research.
- O6c NMSU Carlsbad outsources the following service to Las Cruces human resources, EEO compliance, legal services, architectural planning and design and training services.
- O6d NMSU Carlsbad provides current and emergent technology resources to students and faculty. Students have access to 722 networked and intranet accessed computers. Classrooms are also equipped with "smart" technology and utilize various learning platforms.
- O6e NMSU Carlsbad has received grants that have allowed an addition to the technology infrastructure, a technology training center for faculty and students. Additional servers, computers and mobile labs for use in computer-assisted classrooms, computers and overhead projectors for "smart" classrooms, notebook computers and additional educational software, including PLATO and WebCT upgrades have been made available to faculty and students.
- O7a Most computer data are stored using Banner software, which is managed centrally by the NMSU Las Cruces campus.
- O7b NMSU Carlsbad's institutional researcher is developing longitudinal data tables for frequently requested data and standardizing the procedures for generating data.
- O8a NMSU Carlsbad has an action project for institutional planning.
- O8b The key constraints and challenges identified by NMSU Carlsbad include funding, institutional inertia/resistance to change, and funding/training faculty to implement new initiatives. The key opportunities identified by NMSU Carlsbad include increased enrollment, enhanced image in the community, and meeting human resource needs for local employers.
- O9 NMSU Carlsbad has implemented a number of partnerships that touch all aspects of the College's mission. These partnerships include local school districts, community/civic

organizations, workforce training providers, state associations and agencies, and NMSU Las Cruces.

CATEGORY FEEDBACK

In the following sections, each of which deals with strengths and opportunities for improvement for one of the nine AQIP Categories, selected *Critical Characteristics* are again highlighted, those the Systems Appraisal Team believed were critical keys to reviewing that particular AQIP Category. The symbols used in these “strengths and opportunities” sections for each Category stand for *outstanding strength* (SS), *strength* (S), *opportunity for improvement* (O) and *pressing or outstanding opportunity for improvement* (OO). The choice of symbol for each item represents the consensus evaluation of the Systems Appraisal Team members, and deserves your thoughtful consideration. Comments marked SS or OO may need immediate attention, either to ensure the institution preserves and maximizes the value of its greatest strengths, or to devote immediate attention to its greatest opportunities for improvement.

AQIP CATEGORY 1: HELPING STUDENTS LEARN

Helping Students Learn identifies the shared purpose of all higher education organizations, and is accordingly the pivot of any institutional analysis. This Category focuses on the teaching-learning process within a formal instructional context, yet also addresses how your entire institution contributes to helping students learn and overall student development. It examines your institution's processes and systems related to learning objectives, mission-driven student learning and development, intellectual climate, academic programs and courses, student preparation, key issues such as technology and diversity, program and course delivery, faculty and staff roles, teaching and learning effectiveness, course sequencing and scheduling, learning and co-curricular support, student assessment, measures, analysis of results, and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its *Systems Portfolio* section covering Category 1, Helping Students Learn:

Item Critical Characteristic

- O1a NMSU Carlsbad is New Mexico's first community college (founded in 1950) serving Eddy County and is part of the NMSU system which has a total of five campuses.
- O1b NMSU Carlsbad is a full service community college and accepts all students regardless of level of academic preparedness.
- O1c NMSU Carlsbad's vision is to be the foremost institution of higher education in southeastern New Mexico.
- O1d NMSU Carlsbad works to ensure that the cultural and economic diversity of the region is reflected in the student body. The percentage of Hispanic students has risen steadily since 2000-2001 as have the number of young male students.
- O1e A state mandate that all high school students be enrolled in college classes has caused an increase in enrollment. In the fall of 2008, 22.3% of students were under age 18.
- O1f In Fall 2007, 9% of total student credit hours were generated through online courses. This reflects an increase in the online enrollment.
- O1g NMSU Carlsbad offers one year certificate and two year Associate degree programs respectively. Their one year certificates are awarded in 24 discipline areas and their Associate degrees are awarded in 17 discipline areas. The institution also offers transfer program opportunities for 19 disciplines which include a Master in Business Administration.
- O1h NMSU Carlsbad hosts the regional Small Business Development Center, Manufacturing Sector Development Program, Eddy County's Adult Basic Education, and continuing education programs for local public school teachers.
- O1i Specialized accreditation of certificate programs is ongoing from the National League of Nursing, the New Mexico Board of Nursing and the New Mexico State Department of Education.
- O1k NMSU Carlsbad has common student learning objectives: critical thinking and basic literacy; competencies in five instructional areas; and active participation in and contribution to social and cultural life of the area. Every course teaches or reinforces at least two of these outcomes and the institution's assessment plan measures these.

- O5c NMSU Carlsbad ascribes to the statewide goals for higher education and works with priorities and appropriations set by NMACC. A master plan for NM is part of the “One University” concept followed by the state.
- O6d NMSU Carlsbad provides current and emergent technology resources to students and faculty. Students have access to 722 networked and internet accessed computers. Classrooms are also equipped with “smart” technology and utilize various learning platforms.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad’s most important strengths and opportunities for improvement relating to processes encompassed by Category 1, Helping Students Learn.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
1P1a	S	Six graduate outcomes have been identified by NMSU Carlsbad and are included in course design and assessment and are embedded across all measured aspects of student learning. The comprehensive use of advisory committees, faculty and pedagogical partnerships provide a meaningful focus in determining these common graduate outcomes.
1P1b	O	NMSU Carlsbad is developing on the standardization of assessment tools to ensure that the identified outcomes are being met, the student learning strategies are being effectively utilized and competencies are in alignment with the institution’s mission.
1P1c	O	The Assessment Committee is working with the faculty to operationalize and implement tools and processes related to the revised graduate outcomes, however, it is unclear who comprises the membership of the Assessment Committee.
1P2a	O	Program objectives are set by the faculty but the process for establishing and assessing objectives is not described.
1P2b	O	NMSU Carlsbad has the opportunity to establish a process where internal and external stakeholders’ needs and requirements are considered in the

development of program objectives that are consistent with the mission of the institution.

- 1P3 s Course design initiatives at NMSU Carlsbad reflect a collaborative approach with input from the professional community, area Chambers of Commerce, feeder schools, and faculty. The institution proactively makes the necessary adjustments to maintain a curriculum reflective of student need and market demand.
- 1P4 S Through student assessment, student surveys, and employer evaluations, NMSU Carlsbad assures that there is a positive correlation between meeting the career needs of the student and the staffing skill needs of the employer.
- 1P5a S NMSU Carlsbad has established methods for entry-level assessment to identify the learning needs and styles of the student as well as prerequisite requirements in an effort to ensure student success.
- 1P5b O Utilization of the ACT and COMPASS have been very instrumental in aiding NMSU Carlsbad to meet the academic needs of the students whose skills may be impaired in areas of reading, writing, math and study skills. However roadblocks facilitated by state mandates impair the institution and its ability to automatically place student in the remedial classes they may need.
- 1P6 S NMSU Carlsbad presents a comprehensive plan for communicating expectations that integrates both academic and student services functions. The processes which include Academic Alert system, Early Outreach, Academic advising and specialized course is a positive indication of the commitment of the institution to continuously improve this process and uphold the desired academic expectations of the institution.
- 1P7 S NMSU Carlsbad appears to have a student skill assessment tool in place to both assess academic and career readiness via CHOICES CT, and Counseling and Student services to help assess potential career choices

and identify appropriate academic programs. Internships also appear to be used as part of this process for some disciplines.

- 1P8 O Students academic readiness is assessed at NMSU Carlsbad utilizing the Math, Reading and English tests administered on the campus. Though the institution appears to have stop gap measures in place to address identified deficiencies via developmental courses, the students are continuing to face increases in the need for remediation and are also experiencing low retention and pass rates. The report of the actual need for remediation is also an area of opportunity as it appears all students do not take all evaluation tests.
- 1P9 O NMSU Carlsbad has taken a positive step by utilizing the Multiple Pathways tool to identify the learning styles of their students. These test results are then integrated into discussions with staff about the students' options for learning environments choices. Evidence of how the students are "instructed" were not provided which indicate potential opportunity areas relative to those students who demonstrate high instances of need for remediation but have been enrolled in online learning due to state mandates.
- 1P10 S NMSU Carlsbad has a number of processes in place to ensure the needs of students who are identified or self-identify are met relative to ADA which are centralized in the Special Needs Services Office (SNS).
- 1P11 S NMSU Carlsbad utilizes an 11 point evaluation process to assess its instructional delivery function. These approaches appear to be proactive and integral across all critical aspects of curriculum delivery measurement for desired outcomes.
- 1P12a O NMSU Carlsbad has identified some challenges it is experiencing relative to course delivery for student who have demanding schedules and sufficient human resources available to meet the demand and need for flexibility in this process. It appears the institution has not as yet quantified how it will address these challenges and what steps the

institution is currently taking to more effectively deliver its courses to students especially in consideration of state mandates to which they are required to adhere.

- 1P12b O NMSU Carlsbad has the opportunity to collect data on student learning styles, developmental learning needs and the impact of course delivery decisions and use that data to address low retention and low pass rates.
- 1P13a S Curriculum at NMSU Carlsbad is evaluated annually through a review process using various criteria. These criteria used in the review include employer surveys, state licensing agency review, faculty members and student surveys. The process evaluates the currency viability, and effectiveness of the curriculum. Student evaluations of instruction and education review committee feedback are also used as inputs into the evaluation process.
- 1P13b O While the institution monitors the currency and effectiveness of the curriculum, the college does not have direct control over course offerings or sequences due to the "One University" concept followed by the state.
- 1P14 OO The collect has not conducted program reviews but does mention that the reviews will start in the fall of 2008.
- 1P15 SS NMSU Carlsbad uses various methods to evaluate and identify the learning support needs of students and faculty. A Counseling and Student Development Center (CSDC) has been created to integrate advising, counseling, career and job placement services, special needs students, recruitment, and student development services. The CSDC physical proximity to Student Services and the Business Office presents students with a one-stop center.
- 1P16 S NMSU Carlsbad has a number of co-curricula goals in place and ties these initiatives into the graduate objectives specifically, critical thinking, communication, creative thinking and responsible interaction. These are fostered through both academic and non-academic partnerships.

- 1P17a S NMSU Carlsbad appears to have adopted both a quantitative and qualitative process to systematically review and delineate means for determining student preparedness which help the institution to discover ways to assess effectiveness of the education for all programs.
- 1P17b O NMSU Carlsbad has some mechanisms/measures to determine attainment of institutional learning expectations; however, a specific assessment process of student learning that includes direct measurement tools is necessary at the program and course levels.
- 1P18a S NMSU Carlsbad indicates that assessment is two-fold and takes place within classes and curricula and its purpose is to measure and improve both direct and indirect student outcomes. The Assessment Committee utilizes the six graduate outcomes to measure effectiveness across all Academic and Student programs.
- 1P18b OO A description of the process and planning for assessment of student learning was not included in the portfolio. NMSU Carlsbad has the opportunity to develop an institutional assessment process which incorporates all areas of the organization, including the attainment of program/course objectives and outcomes.
- 1R1 S NMSU Carlsbad reports results of success for students in various programs and compares their institutional learning outcomes through testing and assessment pre-admission and post graduation. The measurements which are utilized to provide quantitative/qualitative data relative to academic achievement and success appear to glean important information to effectively assess learning outcomes and student success across curriculums and disciplines.
- 1R2a OO Available data on student performance results for common learning objectives are limited and inconclusive, and almost all measures rely on indirect data.
- 1R2b O NMSU Carlsbad presented an anomaly of 30% in one of their results relative to the perception of attaining efficacy in writing among instructors

in the institution. These statistical anomalies presented themselves in other assessments as well and it appears that the University is facing serious challenges relative to completion, retention and pass rates. These challenges though evidenced quantitatively in the portfolio have not been addressed by the University with any specific initiatives to address these perceptions/outcomes relative to curriculum delivery at that campus.

- 1R2c O The gaps in student performance between those placing directly into college-level English and math and those completing developmental coursework prior to placement suggest a need to evaluate carefully the effectiveness of the developmental curriculum.
- 1R2d O NMSU Carlsbad data demonstrate an increase in student acceptable performance with the increased number of credits taken, but the data are skewed by the inclusion of dual-enrollment and transfer students. These students do not necessarily reflect the intervention of NMSU Carlsbad.
- 1R2e O Student retention and course completion rates have not greatly improved in the past five years.
- 111a S NMSU Carlsbad has made a number of improvements in the category. Although the long range effect and sustainability of these improvements are yet to be determined.
- 111b O The institution states that an action project developed by the student, stakeholder, and collaboration relationships committee contributed to increased student satisfaction with student support services, however there are no data provided to support this assertion.
- 1112 S NMSU Carlsbad's committee functions utilize the AQIP categories and action projects to identify priorities and targets for improvement based upon data. As a systematic process continued to emerge it appears that the institution is proactively addressing opportunities to improve identified problem areas through the utilization of strategic committees for each category to further enhance student academic/vocational achievement.

AQIP CATEGORY 2: ACCOMPLISHING OTHER DISTINCTIVE OBJECTIVES

Accomplishing Other Distinctive Objectives addresses the processes that contribute to the achievement of your institution's major objectives that complement student learning and fulfill other portions of your mission. Depending on your institution's character, it examines your institution's processes and systems related to identification of other distinctive objectives, alignment of other distinctive objectives, faculty and staff roles, assessment and review of objectives, measures, analysis of results, and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its *Systems Portfolio* section covering Category 2, Accomplishing Other Distinctive Objectives:

Item Critical Characteristic

- O1g NMSU Carlsbad hosts the regional Small Business Developmental Center, Manufacturing Sector Development Program, Adult Basic Education, and continuing education programs for local public school teachers.
- O2a NMSU Carlsbad offers several student support services on campus as well as a wide array of administrative services, some of which are partially or wholly outsourced to the NMSU Las Cruces campus.
- O2b NMSU Carlsbad houses Eddy County's Adult Basic Education program, offering English, reading and math for student preparing for the GED.
- O5b NMSU Carlsbad has an action project to improve communication internally and externally.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad's most important strengths and opportunities for improvement relating to processes encompassed by Category 2, Accomplishing Other Distinctive Objectives.

Item S/O Comment

- 2P1a S The institution is committed to community enrichment and economic development, funds a number of programs through grants and supports other initiatives through the operating budget.
- 2P1b O The institution does not appear to have a strategic agenda for developing distinctive objectives that would build other forms of community enrichment, such as outreach to alumni or other underserved community groups.
- 2P1c O There is limited description of how these four grant-funded programs were selected from among available opportunities.
- 2P2 S The key role played by the Strategic Planning and Continuous Improvement Committee increases the likelihood that new non-instructional initiatives support the mission and strategic plan of the College.
- 2P3 S NMSU Carlsbad has multiple mechanisms for communicating expectations and progress toward expectations in regard to other distinctive objectives.
- 2P4 S The institution determines whether the institution's major objectives are consistent with the institution's mission through oversight of the Strategic Planning and Continuous Improvement Committee, incorporating data drive reporting.
- 2P5&2P6 S Faculty and staff needs at NMSU Carlsbad are determined through the Strategic Planning Process and are then incorporated into the hierarchy of needs in the apportionment of available resources.
- 2R1a S NMSU Carlsbad tracks mandated performance indicators with regard to its key non-instructional initiatives and appears to be meeting its objectives in these areas.
- 2R1b O The portfolio does not describe any regularly analyzed data except that collected to meet the demands of the funding agent. This does little to

- inform the institution of the relative benefits of a particular initiative or how that initiative meets mission goals.
- 2R2a S The institution collects data indicating performance regarding Adult Basic Education, Small Business Development, The New Mexico Workforce Connection, contract training, and Continuing Education Program. Involvement in these programs is dependent upon the availability of funds and the nature of the economy in the community.
- 2R2b O The quality of the data on performance result does not always allow for analysis of results.
- 2R3 OO NMSU Carlsbad does not use comparative analysis as a measurement of its processes.
- 2R4 S In addition to helping the institution fulfill its mission, the primary effects of NMSU Carlsbad's involvement in programs and projects designed to develop and enrich the community are highly visibility, greater recognition that the institution is an asset to the community and growth of the institution itself.
- 2I1 S NMSU Carlsbad has made a positive impact on the economic and cultural aspects of their service area through improvements made to the five objective areas.
- 2I2 O Setting targets for improvement in this category are the concern of the SPCI committee. The committee is heavily dependent upon a narrow group of stakeholders, i.e. program directors to help identify and prioritize new goals.

AQIP CATEGORY 3: UNDERSTANDING STUDENTS' AND OTHER STAKEHOLDERS' NEEDS

Understanding Students' and Other Stakeholders' Needs examines how your institution works actively to understand student and other stakeholder needs. It examines your institution's processes and systems related to student and stakeholder identification, student and

stakeholder requirements, analysis of student and stakeholder needs, relationship building with students and stakeholders, complaint collection, analysis, and resolution, determining satisfaction of students and stakeholders, measures, analysis of results, and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its Systems Portfolio section covering Category 3, Understanding Students' and Other Stakeholders' Needs:

Item Critical Characteristic

- O3a In 2008, the student population on the NMSU Carlsbad campus totals 1652 of which 44.20% are full time and 55.80% are part time. Eddy County enrollment overall decreased 6.4%. Three hundred thirty one of these students are online enrollments.
- O3b NMSU Carlsbad's competition includes Eastern New Mexico University – Roswell, New Mexico Junior College – Hobbs, and Northwood University. NMSU Carlsbad is the only regionally accredited comprehensive community college in Eddy County, a county with stable population.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad's most important strengths and opportunities for improvement relating to processes encompassed by Category 3, Understanding Students' and Other Stakeholders' Needs.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
3P1a	S	NMSU Carlsbad has a number of mechanisms for assessing student needs and has charged the student, Stakeholder, and Collaborative Relationships Committee with evaluation of relevant data and identifying areas of improvement.
3P1b	O	The portfolio does not provide any description of how feedback is analyzed and used to set a course of action.

3P2	S	NMSU Carlsbad maintains relationships with its students through a wide variety of means.
3P3	S	The institution uses a comprehensive range of tools and processes for assessing the needs of key stakeholder groups and building/maintaining relationships with them.
3P4a	S	NMSU Carlsbad sustains relationships with its community stakeholders through a variety of means.
3P4b	S	NMSU Carlsbad requires that faculty and staff demonstrate community involvement and service as a component of their annual evaluations.
3P5	S	NMSU Carlsbad is proactive, using a variety of means to anticipate and discover potential new stakeholder groups.
3P6a	S	Students are provided various formal and informal channels for complaints and grievances. Appropriate senior campus leaders are responsible for enacting changes to remedy a problem.
3P6b	O	A process has not been outlined for analyzing and responding to complaints from students and employees. The institution has an opportunity to develop a process to collect, analyze and respond to complaint information from stakeholders other than students and employees.
3P6c	O	The institution could strengthen its ongoing relationships with key stakeholder groups (other than students and employers) by implementing a formal and proactive process for collecting, analyzing and responding to their feedback and concerns.
3R1a	S	Student satisfaction is regularly collected and analyzed through a variety of means.
3R1b	OO	Although meetings are held with service area leaders, the opportunity exists to develop more formal and inclusive measures of the satisfaction of external stakeholders.

- 3R2a S NMSU Carlsbad demonstrates general levels of student satisfaction with their education program and support services.
- 3R2b O The portfolio provides a limited description of the questions included in the survey. It is unclear what questions beyond the three reported comprised the survey and what the results of those data were.
- 3R3a O Student satisfaction ratings in nine categories are below the norms reported by ACT for similar schools and performance measures are above the norm nine categories; therefore, an opportunity to improve satisfaction clearly exists.
- 3R3b O It is unclear why the portfolio includes information on adult students as a category called other stakeholders rather than a sub-group under students.
- 3R4a O The CQS Survey instrument is used to determine employee levels of satisfaction. NMSU Carlsbad has the opportunity to develop a process of obtaining norm referenced performance results for other stakeholders beyond students and employees.
- 3R4b O NMSU Carlsbad has the opportunity to improve their employee satisfaction in the areas of communication, relationships between Las Cruces and Carlsbad campuses, institutional planning, recognizing and valuing employees, and clear definition of job responsibilities.
- 3R5 O The institution has not developed an instrument for measuring the results for building relationships with employers, area high schools or community leaders. The institution may wish to collect and assess these results more formally in order to better understand their constituencies.
- 3R6 S NMSU Carlsbad compares favorably with other institutions on campus-staff perceptions of management and operational effectiveness.
- 3I1a S The hiring of a new director of the Manufacturing Sector and a new president has strengthened the institution's ties with the community.

- 311b O No data are presented to support the assertion that the institution's relationship with the community has improved dramatically. NMSU has an opportunity to develop a systematic process for evaluating stakeholder needs.
- 312 S NMSU Carlsbad's committee structure facilitates the exchange of information across all job categories and allows for the identification of areas of improvement within this category.

AQIP CATEGORY 4: VALUING PEOPLE

Valuing People explores your institution's commitment to the development of your employees since the efforts of all of your faculty, staff, and administrators are required for institutional success. It examines your institution's processes and systems related to work and job environment; workforce needs; training initiatives; job competencies and characteristics; recruitment, hiring, and retention practices; work processes and activities; training and development; personnel evaluation; recognition, reward, compensation, and benefits; motivation factors; satisfaction, health and safety, and well-being; measures; analysis of results; and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its Systems Portfolio section covering Category 4, Valuing People:

Item Critical Characteristic

- O1j NMSU Carlsbad has common student learning objectives: critical thinking and basic literacy, competencies in five instructional areas; and active participation in and contribution to social and cultural life of the area. Every course teaches or reinforces at least two of these outcomes and the institution's assessment plan measures these.
- O2a NMSU Carlsbad offers several student support services on campus as well as a wide array of administrative services, some of which are partially or wholly outsourced to the NMSU Las Cruces campus.

- O4a NMSU Carlsbad employs 33 full time faculty, 54 part time faculty, 30 exempt staff and 36 non exempt staff.
- O4b NMSU Carlsbad campus has rearranged student services offices in one work space in order to provide “one stop” service to students.
- O5a NMSU Carlsbad has aligned their governance structure with the AQIP categories. Every employee group is represented on all committees.
- O5b NMSU Carlsbad has an action project to improve communication internally and externally.
- O6d NMSU Carlsbad provides current and emergent technology resources to students and faculty. Students have access to 722 networked and internet accessed computers. Classrooms are also equipped with “smart” technology and utilize various learning platforms.
- O7a NMSU Carlsbad’s management and use of data are governed by institutional policies and FERPA requirements. Most campus data are stored using Banner software, which is managed centrally by the NMSU Las Cruces campus.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad’s most important strengths and opportunities for improvement relating to processes encompassed by Category 4, Valuing People.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
4P1-4P2a	S	NMSU Carlsbad’s hiring policy and processes are stringent, designed to ensure equity and result in the hiring of the best candidate. The composition of search committees is clearly defined, and an effort is made to ensure representation both internal and external to the department. Those interviewed are asked to demonstrate appropriate skills (for example, a teaching presentation) as part of the hiring process. Campus interviews provide the entire university community the opportunity to meet and question candidates.

- 4P1-4P2b S NMSU Las Cruces is conducting a salary equity study, which involves documenting the roles and responsibilities of each position in the NMSU system, comparing NMSU positions with the established market, conducting a cost analysis, and ultimately proposing salary adjustments. This study is partially complete.
- 4P3a S NMSU Carlsbad faculty and staff write and design position announcements and advertisements and submit them for approval to advertise, recruit, interview, and select the candidate. National, regional, and local searches are conducted for full-time faculty and executive administrative positions. For other administrative positions, regional and local searches are conducted. For classified positions, local and campus-wide (including all other NMSU Carlsbad campuses) are conducted; a local pool has been established to fill part time positions.
- 4P3b O NMSU Carlsbad has the opportunity to develop a process for retaining employees.
- 4P3c S Students are hired when possible to fill part-time clerical, tutorial, and sales positions. Even though NMSU Carlsbad's recruiting and hiring policies are overseen by the personnel office on the Las Cruces campus, within the framework of that campus' procedures, NMSU Carlsbad rewrites job descriptions to reflect changes in stakeholder needs. Job descriptions for new faculty members now include "ability to use technology in the classroom" as a priority.
- 4P3-4P4 O Although the school does not have control over the supervision of unspecified personnel functions because they are administered through the NMSU Las Cruces campus, the institution could be more proactive in identifying and managing personnel functions over which they do have influence.
- 4P4a S Full time faculty members are given the *Full-Time Faculty Handbook*, which includes information about tenure and promotion, job responsibilities, academic policies, and job benefits. The mission

statement and graduate objectives are also included in the faculty handbook. They meet with the human resources officer to discuss benefits and pay. Part-time faculty members also receive a handbook and meet with the Academic Vice President at the beginning of each semester.

- 4P4b O NMSU Carlsbad plans to pilot a new employee orientation during the 2009-2010 academic year. A more formal orientation process would more quickly integrate new hires into the fabric of the institution and allow them to contribute within the governance structure.
- 4P4c S All faculty and staff members serve on at least one AQIP committee and are thus made familiar with NMSU Carlsbad's strategic priorities, core values, mission, and vision. Committees write action projects and strategic plans that require alignment with the institution's mission, and they determine strategic priorities for the categories under their purview.
- 4P5 S Planning for personnel changes at NMSU Carlsbad are facilitated through guidelines reviewed by the Strategic Planning and Continuous Improvement Committee (SPCI). These guidelines apply to both executive and academic positions within the institution.
- 4P6 S All employee groups are represented on each governance committee, all employees can choose to participate in the governance structure and belong to the committee of their choice, and committees are structured to align the work of the institution to the nine AQIP categories.
- 4P7 S NMSU Carlsbad encourages ethical practices of all employees through a variety of workshops, policies and directives, codes of conduct, and Ethicspoint™ – a confidential reporting line that provides an anonymous channel through which criminal or unethical behavior can be reported.
- 4P8 S NMSU Carlsbad utilizes formal and informal processes to evaluate training needs for staff at the institution. To ensure alignment with organizational objectives prior to scheduling training the institution engages in an assessment of the need for, relevance of, and

benchmarking external to the organization and impact on student learning. Training needs are also aligned with the performance appraisal process and provide the capstone to the “checks and balances” the institution utilizes to affect results.

- 4P9a S The institution provides time and resources for educational training and personal/professional development and expects faculty and staff to apply their increased educational and technological expertise in the classroom or work area. Training and developing employees is accomplished through both formal and informal processes.
- 4P9b S Title V grants have made technology training, equipment, and leave for professional development available to all faculty members who wish to teach online.
- 4P10a S NMSU Carlsbad’s employee evaluation system follows the system mandated by NMSU Las Cruces. It includes a six month probationary period for all new employees, after which the supervisor reviews the employee’s performance, discussing goals and objectives with him/her. Once employees have been hired permanently, they are reviewed annually by supervisors, who determine whether or not the goals and objectives identified the previous year have been met. New goals and objectives are identified, the supervisor ensuring that these are aligned with the institution’s mission and objectives.
- 4P10B S At the directive of NMSU Las Cruces, the institution’s evaluation process has been revised to include merit pay which will reward innovative teaching, college service, and community service.
- 4P11a S Compensation depends on funding from the state legislature and the Board of Regents; however, recently NMSU contracted with a third-party consulting firm to study compensation practices throughout the system. Results are currently being quantified, but it is anticipated that the entire compensation system will be revamped to follow a three-pronged approach that will address compensation through (1) a market-based

component; (2) a merit-based component; and (3) a professional development-based component. The result will be a compensation philosophy that approaches equity within the geographical region as well as one that rewards performance and scholarship.

- 4P11b S The Valuing People Committee's successful action project – develop and establish an employee recognition system – was a particular response to AQIP feedback on Category 4. The committee recognizes outstanding service to the community, exemplary attendance, and rendering selfless support and aid to others.
- 4P12a S Key issues related to motivation are identified primarily through CQS, academic department meetings, suggestion box, interoffice meetings between supervisors and staff, open door policy extended by the Executive Council, and monthly Town Hall meetings.
- 4P12b O In the annual campus quality survey, part-time and full-time faculty data are not disaggregated, although the concerns and needs of those two groups are likely very different.
- 4P12c S Department chairs evaluate part-time faculty annually and at that time ask faculty members if they are experiencing problems. To address one of these issues, the Vice President of Business and Finance devised a “sliding” pay scale that gives part-time faculty the option to teach classes that do not fill on a “per-student” basis.
- 4P13 S NMSU Carlsbad utilized the efforts of the Facilities and Instructional Operations Committee to assure the health and safety of employees and students. The FIO Committee continually reviews campus safety concerns and offers suggestions for improvement. The Campus Quality Survey and FIO Committee safety survey measure employee satisfaction with security and police services as well as health-related issues.
- 4R1-4R2 S NMSU Carlsbad utilizes the Campus Quality Survey to collect data on performance and satisfaction measures. 2003 and 2004 data showed NMSU Carlsbad to be above the norm in most categories related to

employee training, recognition, empowerment, and teamwork. Overall employee satisfaction, however, decreased slightly and steps were taken to try to reverse the downward trend.

- 4R2a O NMSU Carlsbad has the opportunity to provide more current measures of employee satisfaction and to increase the level of satisfaction previously indicated by employees.
- 4R3 S NMSU Carlsbad considers various measures as evidence of employee productivity. These include student success rates, student satisfaction rates, employee satisfaction rates, individual employee evaluations, student course evaluations, employer satisfaction rates, number of employees enrolled in courses/earning degrees, number of employees earning a promotion, employee turnover rate, and employee evaluations of supervisors.
- 4R4 O NMSU Carlsbad collects comparative data in many categories, particularly regarding student performance and success. However, no comparative data are collected to measure employee and other stakeholder satisfaction. Therefore, it is impossible to analyze NMSU Carlsbad against other similar institutions.
- 4I1 O NMSU Carlsbad has made improvements in the area of valuing people, such as implementing a new mentoring program for new employees and holding an Open House to encourage inter-departmental interaction and collaboration, but a process for evaluating the systematic nature of the changes was not identified.
- 4I2 S NMSU Carlsbad's governance structure aligns with the AQIP categories. Each committee has oversight of one or more AQIP categories and is responsible for reviewing data, identifying areas of concern and developing methods, including action projects, to strengthen performance in those areas.

AQIP CATEGORY 5: LEADING AND COMMUNICATING

Leading And Communicating addresses how your institution's leadership and communication structures, networks, and processes guide your institution in setting directions, making decisions, seeking future opportunities, and building and sustaining a learning environment. It examines your institution's processes and systems related to leading activities, communicating activities, alignment of leadership system practices, institutional values and expectations, direction setting, future opportunity seeking, decision making, use of data, leadership development and sharing, succession planning, measures, analysis of results, and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its Systems Portfolio section covering Category 5, Leading and Communicating:

Item Critical Characteristic

- O1c NMSU Carlsbad's vision is to be the foremost institution of higher education in southeastern New Mexico.
- O3d NMSU Carlsbad is the only regionally accredited comprehensive community college in Eddy County, a county with stable population.
- O5a NMSU Carlsbad has aligned their governance structure with the AQIP categories. Every employee group is represented on all committees.
- O5b NMSU Carlsbad has an action project to improve communication internally and externally.
- O5c NMSU Carlsbad ascribes to the statewide goals for higher education and works with priorities and appropriations set by NMACC. A master plan for New Mexico is part of the "One University" concept followed by the state.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad's most important strengths and opportunities for improvement relating to processes encompassed by Category 5, Leading and Communicating.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
5P1a	O	NMSU Carlsbad does not appear to have an established process for reviewing and refining the institution's mission and values.
5P1b	S	The Strategic Planning and Continuous Improvement Committee provides the mechanisms to evaluate the institutions effectiveness in how well performance indicators for organizational objectives have been achieved. NMSU Carlsbad's planning process, planning and assessment principles, and Town Hall meeting feedback collectively communicate goals to various stakeholders and enable them to participate in important processes.
5P2a	S	NMSU Carlsbad in conjunction with the strategic planning process sets directions for high performance.
5P2b	O	NMSU Carlsbad has the opportunity to include and involve faculty in the yearly strategic planning retreat.
5P2c	O	NMSU Carlsbad's leaders derive guidance and information from organizations; affiliate presidents in the NMSU system, and accrediting bodies with whom the institution is aligned. The AQIP nine categories are the driving factors through all these affiliate communications and interactions relative to focus and purpose. Involvement of faculty in this process is an area of opportunity for the institution.
5P3	S	NMSU Carlsbad's leaders take into consideration when setting the direction for the institution, financial, students and other stakeholders and internal needs. These are assessed through various surveys, committees and councils. As a result, the decision making process is decentralized, participatory and transparent.
5P4	S	NMSU Carlsbad's leaders use a variety of means to review and evaluate the institution's progress in reaching its goals. This includes monitoring of comparative data from the North Central Association AQIP School, Council, and collection and analysis of benchmark data. The University Executive Council disseminates this data to the leadership who in turn

make sure that it reaches key personnel. A recently hired institutional researcher continues to improve the process.

- 5P5 S NMSU Carlsbad identifies in detail how the seven key bodies in the University communicate with each other. The means by which information reaches students, faculty and other stakeholders is also clear. The primary means to communicate shared mission, vision, and values and expectations is through a systematic review and endorsement of foundational department documents.
- 5P6a S NMSU Carlsbad uses performance data to support fact based management and data driven decision making.
- 5P6b S NMSU Carlsbad uses the systematic review and endorsement of foundational documents reviewing, for example, input from student focus groups, Adult Learner needs survey, New Mexico Association of Community College data and the New Mexico Higher Education report, to communicate the University's shared mission, vision and values and expectations.
- 5P7a S NMSU Carlsbad has special initiatives underway to equip all critical stakeholders with the knowledge and skills needed to effectively fulfill their roles. The institution acknowledges that it must continue to strengthen this area and encourage and reward employees to foster uniformity within the organization. These processes are outlined in (Table 5.1) in the portfolio.
- 5P7b O NMSU Carlsbad has a system for communicating information but some items are not shared across the multiple levels and units of the institution.
- 5P8 S Communication processes outlined in (Table 5.1) of the portfolio provide the foundation for the primary processes utilized by the university. NMSU Carlsbad also communicates via the following: campus program evaluations, faculty and staff evaluations, AQIP governance committees, and via printed campus material.

- 5P9a S NMSU Carlsbad fosters an environment in which all employees are encouraged to participate in training, committees, and learning opportunities to aid them in being more aware of the vision and mission of the institution encouraging leadership among all levels of personnel. The institution appears to utilize best practices with the provision of abstracts from the National Institute for Staff and Organizational development to all staff members regardless of level as well as the integration of AQIP principles for participatory leadership.
- 5P9b S NMSU Carlsbad uses the AQIP principles to encourage participatory leadership at all levels of the institution. Formal methods supporting education and compensation also encourage and develop leadership among staff and faculty.
- 5P10 S NMSU Carlsbad utilizes a succession plan in which leadership roles are traditionally external candidates to the organization and academic leadership is home grown and developed from within.
- 5R1,5R2,
5R3a O NMSU Carlsbad has the opportunity to provide more recent data for analysis of their leading and communication functions.
- 5R1,5R2,
5R3b S Information gathered from several surveys including administrative evaluations and Campus Quality Surveys (CQS) which document the moderate levels of NMSU Carlsbad's faculty satisfaction with administration, involvement in decision-making, and degree of congruence with institutional values. Other data indicates that employees generally are satisfied with university leadership.
- 5I2 S NMSU Carlsbad's governance committee structure appears to ensure a comprehensive process for setting new targets for improvement.

AQIP CATEGORY 6: SUPPORTING INSTITUTIONAL OPERATIONS

Supporting Institutional Operations addresses the variety of your institutional support processes that help to provide an environment in which learning can thrive. It examines your institution's processes and systems related to student support, administrative support, identification of needs, contribution to student learning and accomplishing other distinctive objectives, day-to-day operations, use of data, measures, analysis of results, and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its Systems Portfolio section covering Category 6, Supporting Institutional Operations:

Item Critical Characteristic

- O2a NMSU Carlsbad offers several student support services on campus as well as a wide array of administrative services, some of which are partially or wholly outsourced to the NMSU Las Cruces campus.
- O4b NMSU Carlsbad campus has rearranged student services offices in one work space in order to provide “one stop” services to students.
- O6a NMSU Carlsbad is comprised of a 142,000 square foot facility estimated at \$16.4 million.
- O6b NMSU Carlsbad’s key administrative support services include business and financial accounting office, custodial services, campus security, grants and research, governance committees, informational technology, and institutional research.
- O6c NMSU Carlsbad outsources the following service to Las Cruces human resources, EEO compliance, legal services, architectural planning and design and training services.
- O6d NMSU Carlsbad provides current and emergent technology resources to students and faculty. Students have access to 722 networked and Internet accessed computers. Classrooms are also equipped with “smart” technology and utilize various learning platforms.
- O6e NMSU Carlsbad has received grants that have allowed an addition to the technology infrastructure, a technology training center for faculty and students. Additional servers,

computers and mobile labs for use in computer-assisted classrooms, computers and overhead projectors for “smart” classrooms, notebook computers and additional educational software, including PLATO and WebCT upgrades have been made available to faculty and students.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad’s most important strengths and opportunities for improvement relating to processes encompassed by Category 6, Supporting Institutional Operations.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
6P1a	S	NMSU Carlsbad identifies student support services needs through instructional and student success rates, the Student Opinion Survey (SOS), Adult Learner Needs Survey (ALNS), and feedback resources including evaluations.
6P1b	O	NMSU Carlsbad has the opportunity to conduct community surveys to assist in identifying other stakeholder needs.
6P2	S	NMSU Carlsbad has structured processes for identifying the administrative support needs of faculty and staff such as annual evaluations, governance committees and campus quality surveys.
6P3	S	NMSU Carlsbad has implemented several recent improvements to campus safety processes which appear to be recognized as such by the campus community.
6P4	S	NMSU Carlsbad’s day to day management of support services processes is comprehensive. Each of the support services has a specified goal which collaboratively serves to meet the overall administrative and student support service needs.
6P5a	S	NMSU Carlsbad’s meeting minutes are recorded and made available online to current and prospective students, parents, and other stakeholders.

- 6P5b O NMSU Carlsbad has the opportunity to document support processes encouraging knowledge sharing, innovation and empowerment.
- 6R1 S NMSU Carlsbad regularly collects data monitoring the volume of administrative and student support services provided. The institution collects and analyzes a variety of measures, both formal and informal, of its student, administrative, and institutional support processes.
- 6R2a S NMSU Carlsbad's performance results for student support services are trending positively. Satisfaction ratings increased in all areas between 2006 and 2008.
- 6R2b O Orientation and course planning are areas slightly below national norms at NMSU Carlsbad. The college has acknowledged this and taken proactive steps through Action Projects to address and improve in these opportunity areas.
- 6R3a S NMSU Carlsbad has current statistics regarding institutional financial resources and program health. These statistics can be used to support the administrative support functions.
- 6R3b O NMSU Carlsbad has the opportunity for obtaining more current satisfaction survey results.
- 6R4a O It is not clear how data are used to improve service in ways other than the development of AQIP action plans. NMSU Carlsbad has the opportunity to enhance the use of data to improve service.
- 6R5a O NMSU Carlsbad has the opportunity to enhance the use of comparative data to improve service.
- 6R5b S NMSU Carlsbad's Facilities and Instructional Operations Committee uses norm referenced data in their continuous quality improvement process to improve support services.
- 6I1 S NMSU Carlsbad has conducted a number of systematic improvements in regard to the support services provided to students and administration. In particular, in the area of student and administrative staff security. The

institution's efforts to address student concerns about safety is a clear example of the use of data to drive positive institutional change.

- 6I2 S NMSU Carlsbad's committee structure is focused on continuous quality improvement in regard to this and the other AQIP categories. This structure appears to ensure a comprehensive process for setting new targets for improvement.

AQIP CATEGORY 7: MEASURING EFFECTIVENESS

Measuring Effectiveness examines how your institution collects, analyzes, and uses information to manage itself and to drive performance improvement. It examines your institution's processes and systems related to collection, storage, management, and use of information and data – at the institutional and departmental/unit levels; institutional measures of effectiveness; information and data alignment with institutional needs and directions; comparative information and data; analysis of information and data; effectiveness of information system and processes; measures; analysis of results; and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its Systems Portfolio section covering Category 7, Measuring Effectiveness:

Item Critical Characteristic

- O1j NMSU Carlsbad's technology infrastructure has been strengthened significantly, in part through Title V funding.
- O1k NMSU Carlsbad has common student learning objectives; critical thinking and basic literacy; competencies in five instructional areas; and active participation in and contribution to social and cultural life of the area. Every course teaches or reinforces at least two of these outcomes and the institution's assessment plan measures these.
- O5a NMSU Carlsbad has aligned their governance structure with the AQIP categories. Every employee group is represented on all committees.

- O5c NMSU Carlsbad ascribes to the statewide goals for higher education and works with priorities and appropriations set by NMACC. A master plan for New Mexico is part of the “One University” concept followed by the state.

- O6d NMSU Carlsbad provides current and emergent technology resources to students and faculty. Students have access to 722 networked and internet accessed computers. Classrooms are also equipped with “smart” technology and utilize various learning platforms.

- O6e NMSU Carlsbad has received grants that have allowed an addition to the technology infrastructure, a technology-training center for faculty and students. Additional servers, computers and mobile labs for use in computer-assisted classrooms, computers and overhead projectors for “smart” classrooms, notebook computers and additional educational software, including PLATO and WebCT upgrades have been made available to faculty and students.

- O7a Most campus data are stored using Banner software, which is managed centrally by the NMSU Las Cruces campus.

- O7b NMSU Carlsbad’s institutional researcher is developing longitudinal data tables for frequently requested data and standardizing the procedures for generating data.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad’s most important strengths and opportunities for improvement relating to processes encompassed by Category 7, Measuring Effectiveness.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
7P1	S	NMSU Carlsbad selects and utilizes management data from multiple sources for monitoring organizational processes, performance, planning and reporting. The institution uses a system of “dashboard data” that has been identified through the strategic planning processes, along with a variety of management data and information collected by instruments such as the COGNOS, BANNER, ACT, ALNS and CQS, as a means to

monitor and report data and as a basis for strategic planning and improvement.

- 7P2 S As a member of the New Mexico Association of Community Colleges (NMACC), NMSU Carlsbad shares its goals with other state community colleges and must collect data to report on its progress toward meeting those goals. NMSU Carlsbad department and unit needs for data are determined by governance committees, planning units, leadership councils and the activities of its improvement teams. Financial and other data reports are published regularly and benchmarked in crucial areas.
- 7P3 S NMSU Carlsbad has identified specific data needs associated with the charge of various committees. The committees themselves may request data from the Institutional Research department as they determine a need. The nursing department retains their own data for accreditation purposes.
- 7P4 S NMSU Carlsbad's governance structure requires the committee requesting the data to handle the analysis. Once the process is completed a recommendation is made to enter into a formal AQIP project or other informal process to handle the improvement process. The steering committee shares the information with all key stakeholders at all levels in the organization including the community.
- 7P5a S NMSU Carlsbad utilizes comparative data to provide key benchmarking decision making and goal setting strategies relative to improvement process and planning activities. Criteria and methods for selecting the sources of data are also in place relative to function.
- 7P5b S The Vice President of Business and Finance, the Vice President of Academic Affairs, the Vice President of Student Services, and the President are all members of the SPCI Committee, which prioritizes action projects and initiatives. Each committee that submits an action initiative for approval to the SPCI Committee must include a budget

request if funds are needed. Through its prioritization process, the SPCI Committee determines how available funds will be disbursed.

- 7P5c O While it is asserted that the institution, as a small, rural college located in an economically disadvantaged and ethnically diverse region, “relies heavily on comparisons with schools facing similar challenges,” it is not clear that such comparisons are made to similar institutions outside the New Mexico Community College system.
- 7P6 S NMSU Carlsbad has in place a process in which each governance committee is accountable to ensure alignment with University mission and objectives in the areas of student learning, community development and enrichment.
- 7P7 S NMSU Carlsbad has centralized its data process to ensure security and access in the event of a crisis. This newly centralized process is under the responsibility of the campus ICT coordinator and allows the institution to increase the physical and logical security of its data. Other systems are also in place to enhance data security such as passwords, which are monitored and tracked via user accounts that are periodically modified for access as needed.
- 7R1 O It is not clear that NMSU Carlsbad uses measures of the performance and effectiveness of its information and knowledge management system other than customer satisfaction. Broader measures would facilitate process improvement.
- 7R2a S NMSU Carlsbad’s results for performance measures on satisfaction with current technology performance measures indicate the institution is within and above the norm compared to other institutions.
- 7R2b O While employees and students are apparently satisfied with the institution’s information technology infrastructure and support, there are, as acknowledged in the portfolio, “no formal measures of internal satisfaction with specific aspects of data collection.” NMSU Carlsbad has the opportunity to develop processes for measuring how the information

systems and the data obtained from the systems are meeting the needs of the institution, the university mission and goals.

- 7R3 OO The portfolio does not provide comparative data.
- 7I1 S NMSU Carlsbad has made improvements to the information processing capability, that impact the entire University. It reports the following improvements to aid in measuring effectiveness: the hire of a new institutional researcher, becoming proficient in the use of the BANNER system, and purchase of SchoolDude software which tracks internal customer service orders relative to IT and maintenance.
- 7I2 O NMSU Carlsbad's methods for setting targets for improvement for measuring effectiveness are unclear.

AQIP CATEGORY 8: PLANNING CONTINUOUS IMPROVEMENT

Planning Continuous Improvement examines your institution's planning processes and how your strategies and action plans are helping you achieve your mission and vision. It examines your institution's processes and systems related to institutional vision; planning; strategies and action plans; coordination and alignment of strategies and action plans; measures and performance projections; resource needs; faculty, staff, and administrator capabilities; measures; analysis of performance projections and results; and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its *Systems Portfolio* section covering Category 8, Planning Continuous Improvement:

Item Critical Characteristic

- O1i NMSU Carlsbad's technology infrastructure has been strengthened significantly, in part through Title V funding.
- O1j NMSU Carlsbad has common student learning objectives: critical thinking and basic literacy; competencies in five instructional areas; and active participation in and

contribution to social and cultural life of the area. Every course teaches or reinforces at least two of these outcomes and the institution's assessment plan measures these.

- O5a NMSU Carlsbad has aligned their governance structure with the AQIP categories. Every employee group is represented on all committees.
- O5b NMSU Carlsbad has an action project to improve communication internally and externally.
- O6e NMSU Carlsbad has received grants that have allowed an addition to the technology infrastructure, a technology training center for faculty and students. Additional servers, computers and mobile labs for use in computer assisted classrooms, computers and overhead projectors for "smart" classrooms, notebook computers and additional educational software, including PLATO and WebCT upgrades have been made available to faculty and students.
- O7b NMSU Carlsbad's institutional researcher is developing longitudinal data tables for frequently requested data and standardizing the procedures for generating data.
- O8b The key constraint and challenges identified by NMSU Carlsbad include funding, institutional inertia/resistance to change, and funding/training faculty to implement new initiatives. The key opportunities identified by NMSU Carlsbad include increased enrollment, enhanced image in the community, and meeting human resource needs for local employers.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad's most important strengths and opportunities for improvement relating to processes encompassed by Category 8, Planning Continuous Improvement.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
8P1a	S	NMSU Carlsbad has a comprehensive strategic planning process. This specific planning process incorporates input from internal and external stakeholders and generates one, two, three, four and five year strategic plans.

- | | | |
|------|---|--|
| 8P1b | S | Each committee is responsible for developing annually at least 2 broad strategic goals for the institution. The SPCI, comprised of broad college wide representation, approves the goals. |
| 8P2 | S | The institution tracks key indicators and use the data to develop both short and long term strategies for improvement. Key action plans are developed by a variety of groups to achieve the outcomes of the strategic plan. |
| 8P3 | S | NMSU Carlsbad develops their key action plans relative to strategy through the governance committee. The governance committees develop the short term and long term projects and organizational action plans, aligning and coordinating them across the institution. |
| 8P4 | S | NMSU Carlsbad has a well defined planning process that appears to be effectively aligned with the campus governance structure. NMSU Carlsbad uses a cross functional process to align its measures of effectiveness with the strategic plan and to create a dashboard that reflects the plan. |
| 8P5 | S | NMSU Carlsbad has a well defined process for selecting performance measures and setting performance objectives related to its strategic plan and are integrated into campus planning at the governance committee level. The performance measures are identified through use of instruments that are currently in place as well as newly devised such as SOS, CQS, and ALNS. Student learning measures are reviewed annually and are submitted to the NMACC. The governance committees then monitor progress and establish benchmarks using existing instruments or create new ones based upon the established goals. |
| 8P6a | S | NMSU Carlsbad employs a variety of approaches for linking campus strategies, action plan, and resources across all levels of the organization. The planning process assures that the action plans under consideration have resources available to support their completion. |

- 8P6b O Request to fund strategic goals and initiatives goes through multiple levels for approval which appears complicated for a small institution.
- 8P7 S NMSU Carlsbad assesses risk through the use of a S.W.O.T. analysis which is contributed to by all stakeholders internal and external to the organization and data driven evaluative functions by committees which help to guide key decisions and planning priorities. Data analysis is conducted to aid in their risk assessments.
- 8P8a S NMSU Carlsbad through the governance of the SPCI committees requires that all new strategies and action plans include budgetary and staff training needs prior to consideration for funding and resource allocation.
- 8P8b O NMSU Carlsbad had an opportunity to develop a process to assure that projects and plans to attain the elements of the strategic plan are correlated with and supported by training and funding.
- 8R1 S NMSU Carlsbad has identified specific performance indicators for measuring effectiveness of planning. NMSU Carlsbad has a good awareness that time is a factor when evaluating the effectiveness of actions for improvement. While the strategic goals are designed for longer term attainment, there is a process in place for monitoring and adjusting action and priorities as the environment changes.
- 8R2 O Student retention is a challenge as identified in Table 8.2 of the portfolio
- 8R1-8R2 S NMSU Carlsbad's performance across critical indicators is generally positive, both in comparison to internal campus trends and external comparisons.
- 8R3a S NMSU Carlsbad has performance projections for the 2009 fiscal year which correlate with the projected plans and strategies. NMSU Carlsbad has identified the following performance targets for the institution over the next 3 years: percentage of completers effectively placed in employment; number of contract training participants; number of concurrently enrolled

- students and percentage of completers in New Mexico placed in employment.
- 8R3b O Student remediation will continue to create financial challenges especially since students requiring developmental help is increasing.
- 8R3c O The plan does not address goals for increased performance in the two areas that are not currently meeting targets: student success rates and program success rates.
- 8R4 O While NMSU Carlsbad has comparative performance statistics and provides some comparative data against other NM institutions, results show that NMSU Carlsbad does not consistently meet or exceed benchmarks in all target areas.
- 8R5a S NMSU Carlsbad's results reflected in (Table 8.6) in the portfolio show CQS results which evidence that the institution is performing above or at the norm in comparison to other two year colleges in the area of planning for continuous improvement.
- 8R5b O NMSU Carlsbad has the opportunity to provide more timely data for evaluation and to meet their targets.
- 8I1 S NMSU Carlsbad has made improvements to the planning process to ensure that the process is successful and meets the mission of the college. They have implemented a number of substantive improvements to its campus planning process.
- 8I2 S NMSU Carlsbad fosters a collaborative environment in which the exchange of information in strategic alignment, interaction of steering committees in governance, a proactive SPCI committee with three subcommittees focused on faculty interests; helping student learn; and assessment have allowed the institution to be very systematic in their approach to continuous improvement. NMSU Carlsbad incorporates the governance process into continuous improvement planning and communicates this to the rest of the University.

AQIP CATEGORY 9: BUILDING COLLABORATIVE RELATIONSHIPS

Building Collaborative Relationships examines your institution's relationships – current and potential – to analyze how they contribute to the institution's accomplishing its mission. It examines your institution's processes and systems related to identification of key internal and external collaborative relationships; alignment of key collaborative relationships; relationship creation, prioritization, building; needs identification; internal relationships; measures; analysis of results; and efforts to continuously improve these areas.

Here are the Key Critical Characteristics of New Mexico State University - Carlsbad that were identified by the Systems Appraisal Team as most relevant for its interpretation of its *Systems Portfolio* section covering Category 9, Building Collaborative Relationships:

Item Critical Characteristic

- O1a NMSU Carlsbad is New Mexico's first community college (founded in 1950) serving Eddy county and is part of the NMSU system, which has a total of five campuses.
- O1b NMSU Carlsbad is a full service community college and accepts all students regardless of level of academic preparedness.
- O1c NMSU Carlsbad's vision is to be the foremost institution of higher education in southeastern New Mexico.
- O1g NMSU Carlsbad hosts the regional Small Business Developmental Center, Manufacturing Sector Development Program, Adult Basic Education, and continuing education programs for local public school teachers.
- O2b NMSU Carlsbad houses Eddy County's Adult Basic Education program, offering English, reading and math for students preparing for the GED.
- O5c NMSU Carlsbad ascribes to the statewide goals for higher education and works with priorities and appropriations set by NMACC. A master plan for New Mexico is part of the "One University" concept followed by the state.
- O6c NMSU Carlsbad outsources the following services to NMSU Las Cruces: human resources, EEO compliance, legal services, architectural planning and design and training services.

O9 NMSU Carlsbad has implemented a number of partnerships that touch all aspects of the institution's mission. These partnerships include local school districts, community/civic organizations, workforce training providers, state associations and agencies, and NMSU Las Cruces.

Here are what the Systems Appraisal Team identified as New Mexico State University - Carlsbad's most important strengths and opportunities for improvement relating to processes encompassed by Category 9, Building Collaborative Relationships.

<i>Item</i>	<i>S/O</i>	<i>Comment</i>
9P1a	S	NMSU Carlsbad has built effective relationships with high schools and the Area Vocational School through course offerings, articulations and concurrent enrollment. The institution seeks ways to promote program areas that complement rather than duplicate programs already available at area high schools.
9P1b	O	NMSU Carlsbad has the opportunity to develop processes to build relationships with other organizations where students might be recruited.
9P2	S	NMSU Carlsbad has well defined processes for building and maintaining collaborative relationships with external stakeholders. The institution ensures the varying needs of its collaborative partners are being met through regular meetings, grant programs evaluation reports, consortia reports, faculty presence in community projects and agreement renewal processes.
9P3a	S	NMSU Carlsbad has collaborative relationships with external agencies that provide services to the students including transportation and medical services.
9P3b	O	While it is clear that relationships exist with organizations that provide services to students, it is not clear how the relationships are created, prioritized, and built. NMSU Carlsbad has the opportunity to make these processes more transparent to both students and external partners.

- 9P4 S NMSU Carlsbad materials and equipment acquisition process is governed by a formal process which conforms to state/federal government procurement process guidelines.
- 9P5 S NMSU Carlsbad has a collaborative relationship with the New Mexico Association of Community Colleges for which it is a member. The annual NMSU Carlsbad Community College Round Up provides opportunities for instructors from all four NMSU community colleges to exchange ideas and information.
- 9P6a S NMSU Carlsbad maintains direct contact with external stakeholders through various mechanisms ensuring that its partnerships meet campus needs.
- 9P6b O NMSU Carlsbad has the opportunity to develop processes to ensure that the institutions and agencies involved in the collaborative relationship have their needs met.
- 9P7 S NMSU Carlsbad's AQIP based governance structure helps to enable and foster effective interdepartmental relationships on campus.
- 9R1a S NMSU Carlsbad tracks a variety of measures to evaluate the success of its collaborative efforts.
- 9R1b O NMSU Carlsbad engages in the tracking of data relative to collaborative relationship measurements in 10 key areas outlined in the portfolio. However, the listing of these key areas does not depict a clear picture of how these have been effective and only gives a partial picture of partnership effectiveness.
- 9R2a S NMSU Carlsbad collects data regarding collaborative relationships. The data suggests that programs which are housed or special projects initiated by the institution are having the desired positive impact on those internal and external stakeholders being targeted.
- 9R2b O The data in Table 9.1 of the portfolio provides only partial results related to the measures the campus tracks (9R1), and the results are mixed and

inconclusive. NMSU Carlsbad has the opportunity to collect additional data and improve overall results.

- 9R3 O In most cases NMSU Carlsbad's performance is relatively close to that of other community colleges in the state to which it compares itself. The decline in numbers in several indicators concerns the institution.
- 9I1a S NMSU Carlsbad has implemented a number of recent improvements to enhance campus relationships with external stakeholder groups. The most noted is the hiring of a new recruitment coordinator, and ABE and MSPD directors. Ownership of process by these personnel should effect the desired changed in the institution's results in this area.
- 9I1b O While the institution mentions that they are hiring a new recruitment coordinator and a new ABE and MSPD directors, it is unclear how the strategies employed will result in any improvement.
- 9I2 S NMSU Carlsbad sets its outcome targets through each projects' development stages through discussions with its partners and continued feedback and evaluation through the SSCR Committee. If, in reviewing available data, that committee perceives a problem, it will address the problem either by initiating an action project or seeking help from other committee by way of the Steering Committee.